



Ministry of Civil Service and Administrative Reforms

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Ministry of Civil Service and Administrative Reforms

Circular Letter No 51 of 2006

E/160/2/44 V4

From: Supervising Officer, Ministry of Civil Service and Administrative Reforms

To: Supervising Officers i/c Ministries and Departments

Establishment Proposals - Estimates 2007/2008

In the context of the preparation of the 2007/2008 Estimates, Supervising Officers of Ministries and Departments are invited to work out and submit their Establishment Proposals to this Ministry. You are requested to be guided by the contents of Ministry of Finance and Economic Development Letter (CF/PUB/FIN/A/88), dated 10 November 2006, on Budget Formulation Process 2007/2008 - 2009/2010, whereby the guiding principles for budget preparation would be around the Medium Term Expenditure Framework.

2. The determination of the human resource needs of an organisation is an important management function which should involve all officers having managerial and supervisory roles and responsibilities in the organisation. Such needs should therefore be critically examined before the submission of proposals to this Ministry. In addition, proposals for the filling of existing vacancies should be made only on the basis of an urgent need for the filling of such vacancies. Reasons for non filling of vacancies should also be given.

3. You have to ensure that your establishment proposals are in line with Government Policy and comply with the Guidelines set out in the Annex. In particular, you should ensure that:

- (i) careful consideration is given to the possibilities listed at paragraph 2(d) of the annex; and
- (ii) they are within the ceilings set out by the Ministry of Finance and Economic Development.

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4. Your proposals, together with the lists of vacancies in existing grades and in new and additional posts required, should be submitted both in hard and soft copies to this Ministry on the appropriate Establishment Forms, and as per Formats at Appendices, by Monday 15 January 2007 at latest.

5. The Guidelines annexed to this Circular may be downloaded from this Ministry's Website at <http://civilservice.gov.mu>

6. We rely on your usual cooperation for the formulation of sound establishment proposals.


(P. Jugroo)
Supervising Officer

In the context of the preparation of the CHAT/2007 process, the Director of Civil Service is requested to ensure that the process is completed by the end of the year. The Director is requested to ensure that the process is completed by the end of the year. The Director is requested to ensure that the process is completed by the end of the year.

Copy to: Secretary to Cabinet and Head of the Civil Service
Financial Secretary

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

1607/244 Vb

ANNEX TO CIRCULAR NO. 51 OF 2006

**Guidelines for the Submission of Proposals for the
Creation of Posts and Filling of Vacancies**

GENERAL PRE-REQUISITES

- (a) It is the responsibility of the Supervising Officer of the Ministry/Department to ensure that optimum use is made of the human resources of his organisation. In particular, he must ensure that –
- (i) manpower requirements match the prevailing workload; and
 - (ii) the human resources of the organisation are fully utilised at the level at which they are expected to operate.
- (b) Supervising Officers should encourage managers/supervisors of administrative units at all levels to continuously monitor staff requirements and ensure that individual officers have well-defined functions and tasks directed towards the accomplishment of organisational goals and objectives.

CREATION OF A NEW POST

- (a) The need for the creation of a new post must be fully established.
- (b) It must be clearly stated whether the creation of the new post is warranted as a result of –
- (i) staffing to undertake functions linked to a new (or a change in) policy goal/objective or to the implementation of a project; and
 - (ii) a new level of responsibility which must be created within an existing structure to increase organisational effectiveness and efficiency.

- (c) Information must be provided on the activities/operations/tasks associated with the new post and what they are intended to achieve. Wherever possible, the benefits to be derived must be quantified.
- (d) The creation of the post must be envisaged only after the following possibilities of carrying out the new function have been explored –
- (i) re-allocation of duties;
 - (ii) redeployment of staff;
 - (iii) improvement of work methods;
 - (iv) use of new equipment;
 - (v) passing the work on to another organisation within the public sector where it can be done more efficiently and economically;
 - (vi) depending on priority of needs, postponing the work for another budget;
 - (vii) contracting out.
- (e) The number of posts to be created and their concomitant levels must also be fully justified. If the posts constitute a new structure, an organisation chart must be submitted depicting clearly its linkages within the broader organisation of the Ministry/Department.
- (f) The duties, responsibilities, qualifications (i.e. knowledge, skills and abilities), experience and personal qualities required for the post must be accurately and clearly spelt out.
- (g) The following practices must be avoided –
- (i) multi-layering, i.e. the creation of grades without taking into account the scope of the work and levels of responsibility involved. A new level is created only when it brings added value to the work;
 - (ii) creation of supervisory posts for the mere sake of giving promotion;

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- (iii) creation of isolated posts which are not integrated in a career structure; and
 - (iv) creation of permanent posts to meet temporary needs.

CREATION OF ADDITIONAL POST/S

- (a) Additional posts are normally created when there is substantial increase in the volume and complexity of work. This can only be ascertained after a job inspection has been carried out.
- (b) The creation of additional posts must be resorted to after all the possibilities listed at 2(d) above have been exhausted.
- (c) Information must be provided on the efficiency gains following the creation of new/additional posts over the past five years.

FILLING OF VACANCIES

- (a) Existing vacancies must be filled only if there is a need to do so.
- (b) Before vacancies are filled, it must be ascertained:
 - (i) whether the objectives they purport to meet are still valid;
 - (ii) in case of promotional posts whether the structure is still the appropriate one; and
 - (iii) whether the work may not be carried out by other means and ways as spelt out at 2(d) above.

WEEDING OUT OF POSTS

All posts appearing in the budget and which have not been filled for the past years and are no longer useful to the organisation should be removed from the budget.

ESTABLISHMENT PROPOSALS FOR FINANCIAL YEAR 2007/2008

ADDITIONAL POSTS							
Ministry/Department	Post	No. of Established Post/s	No. in Post	Existing Vacancies	No. of Posts approved Budget 2005/2006	No. of Additional Posts Required	Justification